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30 June 1954

MEMORANDUM FOR: Assistant Director for Current Intelligence

SUBJECT: Human Resources Program in OGI

25X1A 1. A four-hour version of the Human Resources Program was conducted between 30 April and 7 June 1954 with four groups of supervisors in OGI, - a total of [redacted] supervisors. Other supervisors from OGI had been included in the Human Resources Program as it was presented for senior officials from across the Agency.

2. At the conclusion of a series of Human Resources meetings in an Office, a summary report is submitted to the Office Head. Since our contacts were limited to two two-hour discussions with each group of supervisors, this report of management problems and suggestions for improving management that came out of these meetings is necessarily superficial. I believe, however, that the points noted below will be of interest to you in your endeavors to strengthen the management of operations in OGI.

25X1A 3. High morale and enthusiasm for their work characterize the people that Miss [redacted] and I met in OGI. The supervisors appear to have considerable interest in defining management needs and plenty of ability to find the solutions if such efforts are coordinated and have strong top-side support.

4. Planning for management improvement. An inquiry into how management can be improved in OGI should sample opinion at every level from the AD to the Indians. As a result of such an estimate, four or five concrete objectives could be selected for attack during a twelve month period. At the end of that time, progress could be evaluated and a realignment of objectives could be made for the next twelve months. It would be essential to have responsible for this activity an individual who has genuine interest in improving management and is highly regarded in the Office.

5. Personnel management. In the Human Resources Program, personnel management is treated as a line responsibility of each supervisor; in group discussions it always crops out as the largest and most serious problem area.

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Career service. There appeared to be more concern regarding the career service program than any other single topic. I believe that there is a great deal of practical interest among members of your staff in having the concept of career service clarified as it may be expected to apply within OGI. There seemed to be general confusion regarding the meaning of rotation; how to find out about available opportunities throughout the Agency; and how to engineer the selection and placement of individuals to fill positions made vacant by rotation.

Personnel evaluation. The suggestion was made a number of times that individuals should be carefully evaluated for their competence as supervisors or managers before being placed in positions requiring supervisory or management ability.

Clerical employees. A good deal of interest and concern was expressed for better supervision of clerical personnel, and for the clarification of career opportunities that might be available for the clerical staff.

6. Work priorities. There appeared to be a need to clarify the locus of responsibility in each operating component for establishing and for changing priorities on jobs in progress.

7. Top-side contacts. There was generally expressed a desire for more top-side contact all down the line; for periodic meetings of personnel in the Office to hear reports on progress from the AD; and for conscious efforts to achieve more evident two-way communication down to the Indian level, especially with respect to planning.

8. The supervisor's job. The Human Resources Program provides four hours of discussion of the basic principles of management within the context of the management problems of CIA. There was evident interest among OGI supervisors to achieve a clear definition of the job of the supervisor in OGI in terms that would be practicable and that would be applied at every level of supervision in OGI.

9. It has been a pleasure for Miss [redacted] and me to conduct the Human Resources group meetings. We have appreciated particularly the smooth administrative arrangements that were made by Mr. [redacted] and Mr. [redacted]

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I shall be happy to discuss this brief report anytime at your convenience.

[redacted]  
Chief, Management Training Division

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